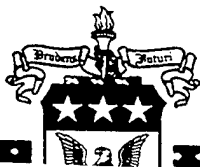**STRATEGY RESEARCH PROJECT**

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LEADERSHIP FOR THE TWENTY-FIRST CENTURY

BY

COLONEL BONNIE J. DEMARS
United States Army

USAWC CLASS OF 1997
U.S. ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013-5050

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USAWC STRATEGY RESEARCH PROJECT

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by

COL Bonnie J. DeMars

COL Donna F. Barbisch
Project Advisor

U.S. Army War College
Carlisle Barracks, Pennsylvania 17013

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ABSTRACT

AUTHOR: Bonnie J. DeMars (COL), USA

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Twenty-first century leaders will operate in highly changing, complex, and fast-paced environments than previously experienced. The new millennium will bring palates of various challenges, opportunities, and seemingly intractable problems. These situations will demand innovative responses. Time to collect the data, understand its various nuances, synthesize it, and act on it is limited. Hierarchical organizations will give way to organizations that are flatter. The dilemma arises when there is an expectation that 'the' answer lies with that 'someone' at the 'top'. It is time to examine the leader role and its many facets and dimensions. Altering our definition of leadership and expanding our understanding of it is required. To insure success, identifying leadership skills, knowledge, and abilities for the future is a must.

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The curtain is about to go up on the twenty-first century. The backdrop, the next millennium, will bring great changes to include such things as,

> "information overload, a workforce whose composition
> will be 85% women and minorities by the year 2000, and
> numerous other technological advances."[1]

America's corporate and organization leaders are readying themselves for the command performance. It seems, though, that the leadership scripts of the past will not be the one for the ever-evolving and uncertain future that the new millennium will bring.

The leadership script of the new century is about technology that will "transform(ing) our lives and shape19 (ing) our future at rates unprecedented in history, with profound implication that we can't even begin to see or understand."[2] America's leaders who transition into this next millennium will confront a new and different environment that promises chaos, complexity, uncertainty and numerous changes. One change, the ubiquitous computer, now avails many workers the data they need to do their jobs. The need for workers to wait until the guidance flows from the top leader or his representative is unnecessary.

John P. Kotter, a noted author on the topic of leadership states that "...simple conditions are not the norm any more. Complexity is the norm."[3] Some scenarios, already quite common, illustrate that this is so. It is not business as usual. New scenarios include home-based workers, diagnosing patients via telemedicine technology, satellite communications, and artificial intelligence--the technology that creates "computer programs that think for themselves..."[4]

The drama of change continues. It is important to note that these trends of dramatic change will likely continue and increase in number and complexity as leaders journey into the twenty-first century. All of these numerous change forces will have a significant impact on leaders and how they lead.

Future business environments will likely be less hierarchical. One business author forecasts that "Leadership for the future is no longer a position located at the top of the organizational pyramid."[5] This represents a major shift in the way we currently recognize and deal with leadership in our Western organizations. Hierarchical

organizations of the past were necessary "to gather, sort,

summarize and pass information up, down, and around the

organization."[6] It is likely that previous autocratic

approaches to problem solving and decision making will give

rise to new methods. There will be interesting challenges

as organizational structures in tomorrow's organizations

become flatter.[7]

What else does the new millennium portend for

tomorrow's leaders? John P. Kotter, author of The

Leadership Factor, states that "competitive intensity" and

"....a level of turbulence that is sometimes

extraordinary..." will increase the importance for

leadership.[8] A noted futurist, John Petersen, predicts

that,

> "The coming two decades hold exceptional opportunity
>
> and hazard. ...We will be able to take advantage of the
>
> opportunities and sidestep the minefields only if we
>
> understand, in broad terms, what this era is about,
>
> learn how to think differently, and become aware of the
>
> major forces that are driving the change."[9]

The literature is beginning to indicate that today's leadership practice templates might not fit tomorrow's organizations and the people working in them. Present-day leadership competencies, behaviors and skills may not be viable for the new millennium. Now is likely the time to transform our leadership models.

Leadership has played a significant role in many of our past and current accomplishments. Today the United States enjoys economic prosperity, albeit trade and budget deficits, numerous medical maladies and disorders have cures, life in space stations is a reality, and the Cold War (between the US and Russia) is no longer a threat to us. There is no doubt that numerous leadership initiatives were linked to these endeavors.

A concern about future leadership arises, though, when we ponder problems that continue to beset us as a nation. One might question if our leaders are on the 'front' of the growing national deficit. Consider this testimony that,

> "In the longer term, the size of the debt could become
> so great that paying for its interest dominates the
> federal budget. The trends appear to be in that direction."[10]

Who is taking the leadership challenge and addressing this dramatic problem?

Problems such as crime, impending bankruptcy of Medicare and social security systems, the growth of virulent diseases, and our polluted environment have left us stymied. These odious pictures suggest that effective leadership is seriously absent. Current leadership practices seem ineffective in tackling these intractable problems. Concern mounts among the American populace regarding our leaders' abilities to master the numerous known and unknown tasks that the twenty-first Century will bring. Can our leaders successfully meet the myriad of challenges in the constant changing and quick-paced environment of the next millennium with current knowledge, skills and abilities?

One author suggests that,

> "Leaders today are caught in a cusp, a state of
> transition between the old era and the new.
> Expectations are high; models are few and unproven."[11]

Perhaps this is enough evidence that leadership, as it is practiced today, must change. The demands in the coming century will not only increase, but will be more complicated. Something has to change.

These questions about leadership in the twenty-first century are posed for a variety of reasons. New and exciting opportunities will need to be embraced. Many serious, twentieth-century problems will demand solutions. Ross Perot, a successful business entrepreneur, believes that a lack of leadership is our biggest problem.[12] This appears to forecast some difficulties with future leadership.

Other leadership gurus validate this concern. Warren Bennis and Burt Nanus, noted authors on leadership have stated that,

> "A business short on capital can borrow money, and one
> with a poor location can move. But a business short
> on leadership has little chance for survival"[13]

These statements offer sufficient warning that now is the time to examine leadership and the competencies leaders must have.

Leaders in the twenty-first century will hold palettes with multiple challenges and opportunities as infinite as the shades within the color spectrum. Dramatic changes and many intractable problems remaining from the twentieth century, illustrate how critical it is that leadership be effective in tomorrow's America.

The purpose of this paper is to explore how leadership as we know it today will likely change in the next millennium. Leadership definitions and theories are surveyed to better understand the concept of leadership. Leadership and management are examined to determine that roles of each discipline in the leadership equation. A view of contemporary leadership is presented that provides a context to understand leadership as it is practiced today.

This study of leadership promises to yield some interesting and provocative insights. There are many arguments that suggest that a paradigm shift in leadership

is in order. A 'leadership picture' for the new millennium

will be presented and summarized.

UNDERSTANDING LEADERSHIP

Definitions

The purpose of examining definitions of leadership

terms is to establish a framework for understanding the

concept. The evolution of various terms offers insights

that support our current understanding of leadership.

The definitions for leader and leadership are not only

numerous, but varied throughout past and current literature.

In their quests to understand the phenomenon of leadership

numerous authors devote several chapters in their books to

chart the growth of these definitions.

The word leader appeared in English dictionaries as

early as 1300.[14] Samuel Johnson's 1755 dictionary defines

lead as "to guide by the hand; to conduct to any place; to

conduct as head or commander; to introduce by going

first."[15] Many definitions during that time show a similar

trend. The theme of influencing another emerged in the late

eighteenth century. "*Exercise dominion*" appeared in print

by mid nineteenth century.[16]

The word leadership appears in writings versus

dictionaries, but truly came into vogue by early nineteenth

century.[17] Major dictionaries of the twentieth century

defined *leadership* as "The office of a leader; guidance;

control." introducing the concept of position or status.[18]

The *New English Dictionary* offers that leadership is "The

dignity, office, or position of a leader, especially of a

political party; also, ability to lead."[19] The picture of

leadership is becoming more substantial and assigns

leadership as a position in organizations. The picture of

leadership is becoming more closely aligned with how we

understand it today.

Numerous leadership definitions seem to infer a degree

of dependency on the part of followers and that the leader

has 'the answer(s).' The persuasive component of leadership

appears to be more deliberate over time. This may indicate

that there are more choices or options for followers in

choosing leaders. The person who was best able to promote

himself or his cause may have been the one that others

tended to follow.

Rost and other leadership experts admit dissatisfaction

with the meager attempts at studying leadership. In spite

of a plethora of books and articles, we know more about

leaders than what leadership really is.[20] The literature

confirms this diversity among the various leadership

definitions albeit some commonalties.

Leadership definitions are often framed according to

the bias or experience of the person defining them. "The

process of moving a group (or groups) in some direction

through mostly noncoercive means" is one offered by John P.

Kotter, a Harvard business professor.[21] He goes on to say

that effective leaders consider the long-term interests of

the group(s).[22] Edwin A. Locke, Chair of the Department of

Management and Organizations at the University of Maryland,

states that leadership is "the process of inducing others to

take action toward a common goal."[23] Lastly, Joseph C.

Rost, Director of the University of San Diego's doctoral

program on leadership, proposes that "Leadership is an

influence relationship among leaders and followers who

intend real changes that reflect their mutual purposes."[24]

These are the definitions that students of leadership are

learning. Subsequent leadership studies attempt to validate

these definitions or create new ones that better describe

the essence of leadership.

Leadership appears to be generally recognized and

respected as a viable, critical process that fosters success

of organizations or groups. There also seems to be

agreement that people have expectations about the need for

leadership in solving problems or creating opportunities.

In spite of the numerous definitions that exist, there

is agreement that leadership is a universal human

phenomenon.[25] Leaders exist in all cultures and cross all

socioeconomic groups.[26]

There is no clear-cut, undisputed definition for

leadership. This may be due to the fact that leadership is

akin to shifting sands. Its face and nature keep changing

as various demands are placed on leaders, groups and

organizations. It may be that the phenomenon of leadership

has many dynamic features, subtle characteristics and the

various dimensions. Therefore, leadership should be

understood in the context of definitions and other means.

It is necessary at this time to examine theories of

leadership to grasp what that concept means.

Theories of Leadership

Theories provide a framework to understand leadership.

Theories that are the result of leadership research usually

reflect what was happening in society at that time.[27] The

theories seem to offer organizations blueprints to determine

what types of leadership will improve their organizations.

There are many different schools of thought on the

topics of leaders and leadership. A preponderance of

leadership studies focus on numerous features that include

traits, personality characteristics, "...born or made..."

issues, and the abilities to facilitate action or achieve

goals.[28] Leadership is also understood by what members of

different groups do or what behaviors they must have.[29]

These variations appear to be an attempt to dissect,

quantify or simply put our hands around what leadership

means. It is beyond the scope of this paper to examine the

vast number of leadership theories. The theories presented

here are representative of the ones most commonly used to

explain leadership. The variety of models helps to

illustrate what leadership is and expands our understanding

of it.

The earliest studies of leadership are the "great man"

theory that focused mainly on studying great men and to a

very lesser degree, women, until more recently.[30] This

theory's premise is that extraordinary times produced these

individuals. They have special, inherited qualities often

of mythical proportions.[31]

It is easy for the average person to imagine who fall

into this category. You might consider George Washington,

Winston Churchill, or Franklin Delano Roosevelt as member of

this group. All of these men lived during interesting and

demanding periods of time. These leaders serve to mobilize

people who might otherwise be overcome by the events of

their times. It appears that these 'leaders of their times'

were motivated for the greater good of their followers or

constituents.

Conversely, Hitler, Mussolini and Stalin could also

fall into the great man category. Clearly leadership does

not necessarily limit itself to noble causes as these

individuals illustrate. Rather, the dominant feature is

that individuals are motivated by their strong beliefs

regardless of the outcome. The latter case certainly

suggests that these individuals were driven by their needs

for power and authority often at the expense of

disillusioned groups. This statement, "We will either use

leadership or be used by it," clearly hits the mark when we

consider the merits or ills of leadership.[32]

The contingency or environmental theory postulates

that specific situations produce the type of leaders that

are required.[33] These leaders emerge to solve specific

problems because they have capabilities demanded by the

situation.[34] A contemporary example is a failing company

brings in a specific individual to turn the company back

into a successful organization. These individuals generally

surface because they have demonstrated the capabilities or

have the reputation to be successful with that type of

endeavor. Jack Welch, CEO of General Electric, and John

Young, CEO of Hewlett-Packard, are examples of this theory in practice.[35]

The trait theory identifies leaders by personality and individual traits. Its aim is to identify a pattern that would indicate a leader. It appears that no such pattern(s) exists in any one individual.[36] Identifying leaders by the specific traits, characteristics, and behaviors is a practice that continues today. Many books on leadership still consider certain attributes as those markers that define leaders. It is important to note, however, that traits themselves are not sufficient in explaining why leaders are successful at what they do.

Transactional theory explains a style of leadership often in vogue today. The premise is that leaders need followers and followers need leaders. This type of leadership keeps the status quo, but "involves an exchange process, whereby followers get immediate, tangible rewards for carrying out the leader's orders."[37]

Another popular theory today is the transformational theory. Its main premise is that leaders act as change agents to motivate employees to reach higher goals than

their individual ones and thus change the organization.[38]

The Chrysler organization's turnaround by Lee Iaccoca offers a current example of this theory in action.

The path-goal theory includes the follower or subordinates as a component of the leadership equation. The leader's capability improves or decreases by "the needs, attitudes and expectations" of followers.[39] This theory illustrates the criticality of the relationship between leaders and subordinates in promoting effective behaviors. This theory is important because followers play such a critical role in the leadership equation. It is the interplay between the two entities that can influence effective or ineffective outcomes.

The theories reviewed here appear to have common as well as different features. The theories serve to elucidate the subtle nuances as well as the complexities of the concept of leadership. Later theories introduce the concept of "problem solving" as another dimension to leadership.[40]

The bottom line, though, is that leadership can not be stabled in one corral. No one theory has a corner on the market in clearly explaining leadership in its totality.

There is not one view or school of thought that can explain what leadership is. However, the fascination with leadership will likely not wane. Leadership with its many paradoxes will continue to be studied in the quest to truly understand it and to put one's hands around it.[41]

Management and Leadership

The main reason for discussing management and leadership is simply to clarify that the two disciplines are different. The terms are frequently used interchangeably, but each delivers distinct functions. The following quote offers insight into the differences.

> "When Noah heard the weather forecast he ordered the
> building of the ark. ---that was Leadership.
> Then he looked around and said, 'Make sure the
> elephants don't see what the rabbits are up to.'
> ---that was Management"[42]

Perhaps this humorous statement best illustrates the differences of leadership and management. Clearly, leadership should have the big picture, the vision of what

the organization is about and where it is going. Management

should have the strategies and mechanisms to implement the

organization's vision.

The relationship between leadership and management is

intended to be complementary. The relationship is more

symbiotic in nature. Joyner states that,

> "Almost every great enterprise was founded by a leader,
>
> not a manager. But almost every great enterprise that
>
> lives past its founder is then taken over by a manager."[43]

The clear message is that each function is vital to the

lifeblood of an organization. Each role needs the other.

Managers are generally responsible for the functions of

planning, organizing, assessing and determining efficiencies

in an organization's operations.[44] It is likely, though,

that management as we currently understand it will change in

organizations of the future.

Downsizing, which reduces management layers, is having

a major impact. There is also the move towards employee

empowerment. Now others in the organization assume more

responsibility for making decisions at organizational levels

where they should be made. Many of these decisions were previously the purview of management.

Leadership must understand that there will fewer managers in the future. Management tasks of management will not, however, diminish in relevance and importance. The future will likely see that many workers will share in management functions as management tasks are distributed throughout the workforce.

Changes expected in the next millennium make it important for leaders and managers to maximize their efforts. Leaders and managers must work as an alliance in accomplishing organizational goals.

Leadership and management are not the same, but each has its place in ensuring quality performance within an organization.[45] Management will work with leadership to improve their organization's performance by understanding how to do better tomorrow than what was done today.

UNDERSTANDING CONTEMPORARY LEADERSHIP

Twentieth Century Leadership

Twentieth century leadership is probably most

characterized by the "The myth that leaders are few and far

between, especially gifted, and born not made..."[46]

Leadership is believed to be the stronghold of a few select

people who are set off from the masses. Leaders such as

these usually operate with the belief that 'they'(leaders or

heads of organizations, businesses, etc.) will get an

organization or group to 'where it needs to be'. These

marked individuals are considered to be particularly endowed

and equipped to handle numerous, important, and challenging

situations. One could call to mind George Washington,

Franklin Delano Roosevelt or Lee Iaccoca of Chrysler as

members of this elite group. This exclusive view of

leadership persists today, albeit some variations within

different groups or organizations.

The twentieth century leader is usually recognized by

the position or status he maintains within a hierarchical

organization. This position often comes with a concomitant

amount of authority and the control that is then exercised

over subordinates. The leader with status and position is the one from whom knowledge, guidance, and direction flow. The flow is generally downward and feedback is not generally solicited from subordinates.[47] Granted this stereotyped view is not true of all organizations today. It is a more common practice than not.

The hierarchical model for leadership is the mainstay of the bureaucracy of the twentieth century. It has its merits and should not be totally discounted or devalued. The Pinchot's state in <u>The End of Bureaucracy & the Rise of the Intelligent Organization</u> that,

"The establishment of a clear chain of command was a powerful way to bring order to a large group in a common enterprise. ...it resolved potential conflicts by granting clear responsibility, authority, and accountability for each potential decision."[48]

Adjectives that are generally associated with leaders in these organizations are quick, decisive, competitive, dogmatic, autocratic, productive, driven, solitary, and powerful.

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Great pains are often taken to keep organization functions within specified boundaries. Jobs are organized according to levels within the organization. These arrangements afford the leader or his managers great control. Boundaries between departments often created opportunities for competition among groups, a familiar activity in twentieth century organizations. This state of affairs, though, also discouraged cross communications between departments and helped to promulgate a stovepipe atmosphere.

Taking the lead and influencing others to follow through on a course of action is the modus operandi of the contemporary leader. The premise of leadership of the twentieth century today is the fact that the leader has the knowledge skills and abilities needed to guide change. There is a notion that leadership is confined to a legitimate authority rather than anyone else.[49] It tends to foster behaviors of dependency on the part of followers or subordinates. The expectation exists that 'someone else' will get us there. Lee Iaccoca of Chrysler and John Young

of Hewlett-Packard are business leaders who seemingly did just that, albeit not in a vacuum.

Twentieth-century leaders became the perennial 'workaholic' to achieve success. Ever vigilant to 'stay on top' or remain highly competitive, these individuals felt they could never take a break from the action. They were usually focused on their work to earn the next profit dollar or to gain ever-increasing amounts of power within the organization.

These leaders were often rigid in their approaches to problem solving and decision making. The success of the tried and true methods almost negated the necessity to try new approaches. These leaders subscribed to the notion of 'why change something if it is not broken'.

One dimension of the twentieth century leader that is often underdeveloped is interpersonal skills. Less emphasis was placed on developing such skills. The phrase 'lonely at the top' was the norm for this type of leader. Sharing knowledge and ideas with followers or subordinates was not encouraged. This could lead to states of emotional and idea bankruptcy over time.

The leadership picture presented here is somewhat representative of the times. Templates used in the twentieth century were very appropriate for the issues, problems and opportunities offered during the industrial age. It was a time to master new inventions and harness the technology of the day.

Through the illustration of key traits of twentieth-century leaders, it is apparent that previous leadership templates will not effectively address tomorrow's challenges. Tomorrow's leader will face different challenges from those of the twentieth century. The face of leadership will most necessarily have to change to meet the demands and opportunities of the next millennium.

Twenty-first Century Leadership

The future scenario of complex, uncertain, and changing events and chaotic times that leaders will face in the next century has been well described. The stage is set that will make leadership markedly different from the way it looked in the twentieth century. Words commonly associated with future leadership include synergy, talent, cooperation,

negotiation and consensus. Tomorrow's leaders will need to embrace these new opportunities and have a "passion for learning."[50]

Leaders may find difficulty transitioning in the new century as many of them were originally acculturated in another leadership paradigm. Leaders may have one foot in the old paradigm that values the autocratic, solitary and powerful leader. Their other foot may have dipped its toes into the new millennium that values the cooperative spirit and the collective effort.

The literature states that leaders will work more closely with other organizational members. This is in contrast to yesterday's typical, hierarchical method of dealing with subordinates. A theme emerges that working as a team increases the potential for optimism, promise, and hope for tomorrow's world. Leaders believe that this complex, changing and uncertain world will create more possible solutions rather than dreaded situations.

Previously leadership was the domain of individuals specifically identified and groomed for these leader roles. They were given positions at the tops of organizations that

afforded them power and authority. A typical view projected

the leader as a 'lone' soul. This person was believed to

have 'all' the answers.

The conceptual image of leadership for the twenty-first

century is changing. There are no longer 'saviors' out

there that possess all the skills, knowledge and abilities

necessary to solve tomorrow's problems. There is emphasis

on interdependence, mutual respect, and empowerment.

Empowerment entails making decisions at levels where

problems can be solved. There is no need to send all

decisions up the hierarchical chain. Future leaders will

participate with a host of others in decision making for the

next millennium.

Astute leaders will embrace and recognize that change

is necessary and inevitable. The move into the next century

may be more of a transition and not an event marked with

bells ringing to announce the year 2000.

Tomorrow's leaders will operate in less predictable,

more fluid environments. They will not only establish an

organization's vision, but will couple action with the

identification of organizational values. Vision should be

easily understood with strategies developed to promote it.

Leaders must develop visions that focus organizations

and foster stability. In turn, the vision should be

understood by all in the organization. This will be

critical because it is anticipated that future organizations

will see personnel turnover at higher rates and frequencies.

One behavior not regularly listed as a leader behavior

is that of reflection.[51] Tomorrow's leaders will spend

considerable time contemplating and reviewing their own

behaviors to identify personal strengths and limitations.

Reflection will afford leaders the opportunity to assess

subordinate behavior and performance. Feedback is an

essential part of this reflective process because it helps

to validate, corroborate, or refute ideas and findings.

Personal reflection and feedback mechanisms allows leaders

to make 'course' corrections when needed to optimize

performance or to develop effective strategies for the

myriad of problems and situations expected in tomorrow's

world.

Tomorrow's leaders must make deliberate and concerted

efforts to value people and recognize and promote their

various talents. Leaders must recognize the wealth that

different members bring to an organization and that

solutions reside in the collective. They must recognize

that diversity is potent and valuable for orgnizational

success. Leaders who actively promote this collective

effort and the cooperative spirit as well as solicit ideas

and feedback from individual group members will reap the

rewards. The interpersonal relationship piece is more

critical tomorrow than ever previously understood. It will

be the team's total efforts that will be greater than the

sum of the individual team member's contributions.[52] The

philosophy will be more that if the team prospers, then

everyone prospers.

Leader effectiveness will be measured by the risks they

take and encourage others to take.[53] Prudent risk taking

may result in mistakes, but these will be viewed and

understood as necessary and priceless learning

opportunities. It will be better to have tried and lost

than never to have tried at all. Focus will be on the long

term whose benefits will be better realized from practices that allow for an acceptable margin for errors.

Leaders will spend more time asking questions of peers, subordinates and superiors. This collective view and understanding will add dimension and vitality to an organization's ability to prosper in the next century. The exponential, positive effect of empowering staffs will be realized because leaders were willing to invest in their staffs. Leaders will realize that giving power away does not minimize their leadership, but instead often results in advantageous solutions and strategies.

Numerous problems will require solutions that are not readily forthcoming or apparent. It may be that the solution that seems beguiling can not be solved with one all-encompassing solution. Tomorrow's complex, intractable problems will demand the efforts, commitment, participation and expertise of many individuals. One author states the message very succinctly that,

"In white water, we are better off with a flexible raft and twelve alert eyes than with a wooden boat in which one captain 'up top' directs a galley of fettered rowers."[54]

Leaders must be at the ship's helm fostering this

collaborative spirit as well as seeking feedback from

numerous sources.

Leaders will take on more of an educator role. The

leader will be responsible for providing environments and

opportunities for learning. The leader will recognize that

the addage, it is better to teach someone to fish than to

simply feed them, will be very essential in tomorrow's

world. Clearly, educating individuals will become more

important than simply training individuals in the future as

was the norm for the twentieth century.[55]

Communication skills will remain as vital tomorrow, if

not more so, than in yesterday's world. Today many

individuals have ready access to numerous bits of

information via computer communication networks. This

information comes at lightning speed. The leader can serve

to help filter and synthesize information to assure timely

decisions. Leaders will find that listening will be as

essential for success because feedback from others will help

fill in any of his blind spots.[56]

The leader of the future will likely listen more as well as give and receive feedback.

Finally, leadership in the future will demand that leaders possess courage. This was required in the past but tomorrow's world will be more complex and solutions will not be so simple. The courage to do what counts no matter how tough is critical.

Conclusion

There is no roadmap for the journey into the next millennium. There is no set script for leaders that outlines exact procedures or techniques that will prove to be effective in the next century. The new millenium does promise that leaders will operate in environments of numerous challenges, changes and uncertainties. The environment will require leaders to change their views and former methods to reach viable solutions.

Although definitions exist that help to clarify the meaning of leadership, the definitions alone are not adequate to guide the leader into the future.

Theories, while they help us understand the dynamics and various dimensions inherent in the phenomenon of leadership, they certainlly do not equip leaders sufficiently to meet the serious challenges characteristic of the twenty-first century.

Leaders and managers have been the cornerstones of success in tackling twentieth century problems. Both functions are value added to the organization. These roles must not be viewed as adversarial, but rather as a partnership to reach organizational goals. Leadership and managment are critical for insuring success in the future.

Tomorrow's leaders must develop core competencies and new mind-sets. While leaders may possess some of these competencies, they must be diligent in acquiring others.

There is no set leadership package that guarantees success in the future. What is known, however, is that leaders will need to be more versatile and more open minded as they approach the numerous, complex scenarios of the future.

The hierarchical notion of leadership will not work in many of tomorrow's scenarios. It will be the leader who has

developed his team and relied on their expertise that will make the difference tomorrow. Leaders will begin to realize that it is the individuals and groups that will make the difference in the twenty-first century.

There is no qualifying exam for leaders of the future. They will be tested in the real-life laboratories of the various organizations with whom they are aligned. In the future it will be "a function of resourcefulness versus resources" that will delineate the difference between successful and non-successful leaders.[57]

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